



Customer Services

Customer Services



Department Description

Fiscal Year 2008 was the first full operational year of the newly-defined comprehensive Customer Services Department. The Department created and deployed Customer Service Initiatives which are programs and City-wide projects designed to improve the quality of service delivered and support Customer Service's vision of *America's Finest Service for America's Finest City*. The initiatives can be categorized into the following areas: guideline development, training and staff development, feedback and data collection, rewards and recognition, and customer-focused process improvement.

In addition to creating and deploying Customer Service Initiatives, the Department includes three major programs: Community Service Centers, Citizens' Assistance, and City-wide Training. The Community Service Center Program, with its six convenient neighborhood locations, is bringing public services into the communities by decentralizing many City services and creating local centers where residents can easily obtain City information and services in a convenient location near their homes or businesses. The Citizens' Assistance Program operates the City Information Center in the lobby of City Administration Building; maintains a City-wide employee database and internet information resource database; schedules use of the City Administration Building lobby displays; produces bilingual resource documents; administers the City-wide Route Slip Tracking System for responses to public inquiries, complaints, and service requests directed to the City's legislative officials; and performs as needed ombudsman services for customers. City-wide Training is responsible for developing, coordinating, and providing training needs across the organization, including: New Employee Orientation, Dimensions in Discipline, Rewards and Recognition, Supervisors' Academy, Customer Service Skills Building, and Customer-focused Culture courses.

During this time period, the Department also served as the centralized volunteer coordination point-of-contact for the City.

The Department's mission is:

To champion excellent customer service for every person every day

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Customer Services

Goal 1: All departments will have the tools to practice excellent service

The Customer Services Department provides updated resources for employees in departments to use to provide excellent customer service to our citizens. Some of the tools can include training, monthly tips, information resource directories, and frequently asked questions. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Ensure customer satisfaction information is provided to all departments
- Provide customer service perspective for improving our processes as well as the processes of other departments

Goal 2: The City will have a customer-focused culture that is recognized for excellent customer service

We want to be known for providing excellent customer service to our customers and strive to have our customers want to conduct their business with the City of San Diego. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Ensure we are accessible and responsive to leadership and our internal and external customers
- Support a customer-focused workforce that is accountable for their actions
- Heighten awareness of and set example regarding value of delivering high quality customer service

Goal 3: Our citizens will have easy access to City services

We strive to provide a variety of methods that our customers can use to access our services. The Department will move toward accomplishing this goal by focusing on the following objective.

- Ensure our customers are aware and have easy access to all City services

Goal 4: The Customer Services Department will deliver its services in an efficient, effective manner

The Customer Services Department strives for continuous improvement, evaluates progress, and implements changes necessary to continue efficiency and effectiveness. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Realize a positive effect on the organization in customer service programs and activities
- Promote continuous improvement and the use of best business practices in customer service

Service Efforts and Accomplishments

In Fiscal Year 2008, Customer Services staff assisted with several emergency operations in the City. First, a landslide occurred on Mount Soledad and staff provided support to the families affected. Second, during the wildfires, staff provided operational support at the QUALCOMM Stadium Evacuation Center. To support recovery efforts from the fires, staff provided assistance at the Rancho Bernardo Local Assistance Center and opened and staffed an annex to the Local Assistance Center at the Rancho Bernardo Community Service Center.

The Customer Services Department worked closely with the Ken Blanchard Companies to create a customized series of four training classes, entitled “Customer Focused Culture: Creating Legendary Service®.” Combined with the existing customer service skills refresher classes, well over one thousand City employees will attend these training classes during Fiscal Year 2008.

Budget Dollars at Work: Performance Expectations

Goal 1: All departments will have the tools to practice excellent service

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent of department directors who are satisfied with the customer service and customer satisfaction information they have received from the Customer Services Department	N/A	100%	100%

Customer Services

Goal 2: The City will have a customer-focused culture that is recognized for excellent customer service

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent of departments that achieve 4.5 or better on the customer service counter surveys ¹	85% ²	85%	100%

Goal 3: Our citizens will have easy access to City services

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Number of ways customers can access the Customer Services Department's services	N/A	8	8
2. Percent of time that initial contact was made with customer that generated a route slip	N/A	75%	100%

Goal 4: The Customer Services Department will deliver its services in an efficient, effective manner

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent of rounds of the Customer Satisfaction Survey where the Customer Services Department achieves a 4.5 or better rating	100%	100%	100%

Budget Dollars at Work: Sizing and Workload Data

	FY2005 ³	FY2006 ³	FY2007	Estimated FY2008	Target FY2009
Sizing Data					
Number of Community Service Centers	11	6	6	6	6
Workload Data					
Number of customer transactions completed	175,894	102,763	107,147	110,000	110,000
Number of passport applications processed	8,287	3,826	5,349 ⁴	8,000	8,000
Number of Business Tax Certificates processed	2,628	1,974	1,839 ⁴	1,600	1,600
Number of persons assisted at the City Information Center	N/A	N/A	20,000	20,000	20,000
Number of water/sewer bill payments processed	79,445	49,426	54,575	54,000	54,000
Number of personnel applications processed	2,745	1,166	4,537	3,500	3,500
Number of City Hall displays coordinated	45	37	41	62	60
Number of phone inquiries answered	70,979	65,545	32,000	32,000	32,000
Number of training hours conducted	560 ⁵	600 ⁵	630 ⁵	520	440
Number of route slips processed	4,000	4,900	2,062	1,665	2,100

¹Only departments that receive ten or more surveys are included in this measure.

² Eleven of thirteen departments

³ Prior to Fiscal Year 2007, processes and programs counted may not have been part of the Customer Services Department (first full year of Department was Fiscal Year 2007). In addition, many processes have been streamlined or refined, and the measurement and collection of this data may have changed. Therefore, in general, numbers reported for Fiscal Year 2005 and Fiscal Year 2006 are not always directly comparable to numbers reported in the same categories going forward beginning in Fiscal Year 2007.

⁴ Corrected Fiscal Year 2007 actuals

⁵ Citywide Training was not part of the Customer Services Department until Fiscal Year 2008. Staffing of this function also varied before 2008, as did the types of numbers of trainings offered. Therefore training hours prior to Fiscal Year 2008 are not directly comparable to training hours for Fiscal Year 2008 and Fiscal Year 2009.

Customer Services

	FY2005³	FY2006³	FY2007	Estimated FY2008	Target FY2009
Number of front counter surveys received	N/A	N/A	4,596	3,986	4,000

Customer Services

Department Summary

Customer Services				
	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED	FY 2008-2009 CHANGE
Positions	19.00	20.00	23.00	3.00
Personnel Expense	\$ 1,534,094	\$ 1,733,879	\$ 1,962,293	\$ 228,414
Non-Personnel Expense	\$ 526,686	\$ 789,253	\$ 370,699	\$ (418,554)
TOTAL	\$ 2,060,780	\$ 2,523,132	\$ 2,332,992	\$ (190,140)

Department Staffing

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
GENERAL FUND			
Customer Services			
Citizens' Assistance	4.00	4.00	4.00
Community Outreach	4.00	0.00	0.00
Community Service Centers	10.00	10.00	12.00
Customer Services Administration	1.00	3.00	4.00
Special Training	0.00	3.00	3.00
Total	19.00	20.00	23.00

Department Expenditures

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
GENERAL FUND			
Customer Services			
Citizens' Assistance	\$ 358,410	\$ 349,389	\$ 360,842
Community Outreach	\$ 286,421	\$ -	\$ -
Community Service Centers	\$ 1,140,258	\$ 1,135,978	\$ 1,130,207
Customer Services Administration	\$ 275,691	\$ 508,297	\$ 473,667
Special Training	\$ -	\$ 529,468	\$ 368,276
Total	\$ 2,060,780	\$ 2,523,132	\$ 2,332,992

Customer Services

Significant Budget Adjustments

GENERAL FUND

Customer Services	Positions	Cost	Revenue
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2008 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.	0.00 \$	81,522 \$	0
Community Service Centers Addition Addition of 2.00 Limited Public Information Specialists in the Community Service Centers to provide city services to customers. These positions are reimbursable by revenue generated by the processing of passport applications and notary services.	2.00 \$	128,130 \$	129,193
Administration Department Transfer Transfer of 1.00 Public Information Clerk from the Administration Department.	1.00 \$	62,179 \$	0
Support for Information Technology Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00 \$	8,323 \$	0
Funding of Terminal Leave Funding of additional personnel expenditures for terminal leave paid to employees who, upon conclusion of their tenure with the City, possess a large leave balance.	0.00 \$	5,600 \$	0
Revised Revenue Adjustment to reflect Fiscal Year 2009 revenue projections.	0.00 \$	0 \$	(101,986)
Vacancy Savings Adjustments in personnel expense from positions that are projected to be vacant for a period of time in Fiscal Year 2009 due to personnel transition and salary differentials for new employees.	0.00 \$	(49,017) \$	0
Savings from the Five-Year Financial Outlook Adjustments to personnel and non-personnel expenses, and revenue as a result of budget reductions discussed in the City's Five-Year Financial Outlook. These reductions are further described in Volume I, "Budget Overview and Schedules".	0.00 \$	(201,000) \$	0
Non-Discretionary Adjustments to expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00 \$	(225,877) \$	0

Customer Services

Expenditures by Category

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
PERSONNEL			
Salaries & Wages	\$ 1,000,992	\$ 1,116,590	\$ 1,258,083
Fringe Benefits	\$ 533,102	\$ 617,289	\$ 704,210
SUBTOTAL PERSONNEL	\$ 1,534,094	\$ 1,733,879	\$ 1,962,293
NON-PERSONNEL			
Supplies & Services	\$ 412,742	\$ 756,490	\$ 333,825
Information Technology	\$ 88,377	\$ 19,456	\$ 21,814
Energy/Utilities	\$ 25,160	\$ 9,105	\$ 10,858
Equipment Outlay	\$ 407	\$ 4,202	\$ 4,202
SUBTOTAL NON-PERSONNEL	\$ 526,686	\$ 789,253	\$ 370,699
TOTAL	\$ 2,060,780	\$ 2,523,132	\$ 2,332,992

Revenues by Category

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
GENERAL FUND			
Charges for Current Services	\$ 212,037	\$ 676,814	\$ 704,021
TOTAL	\$ 212,037	\$ 676,814	\$ 704,021

Salary Schedule

GENERAL FUND

Customer Services

<i>Class</i>	<i>Position Title</i>	<i>FY 2008 Positions</i>	<i>FY 2009 Positions</i>	<i>Salary</i>	<i>Total</i>
1105	Administrative Aide I	1.00	1.00	\$ 43,820	\$ 43,820
1106	Sr Management Analyst	1.00	1.00	\$ 71,273	\$ 71,273
1107	Administrative Aide II	1.00	1.00	\$ 50,492	\$ 50,492
1614	Org Effectiveness Specialist II	1.00	1.00	\$ 64,734	\$ 64,734
1746	Word Processing Operator	1.00	1.00	\$ 37,690	\$ 37,690
1774	Public Info Specialist	9.00	11.00	\$ 39,939	\$ 439,333
1876	Executive Secretary	0.00	1.00	\$ 52,009	\$ 52,009
2132	Department Director	1.00	1.00	\$ 135,000	\$ 135,000
2213	Council Representative II	1.00	0.00	\$ -	\$ -
2270	Program Manager	2.00	2.00	\$ 88,692	\$ 177,384
2275	Neighborhood Services Coord	2.00	2.00	\$ 83,132	\$ 166,264
2281	Asst To The Director	0.00	1.00	\$ 46,966	\$ 46,966
	Vacancy Savings	0.00	0.00	\$ -	\$ (42,249)
	Bilingual - Regular	0.00	0.00	\$ -	\$ 769
	Overtime Budgeted	0.00	0.00	\$ -	\$ 1,968
	Temporary Help	0.00	0.00	\$ -	\$ 7,526

Customer Services

Salary Schedule

GENERAL FUND

Customer Services

<i>Class</i>	<i>Position Title</i>	<i>FY 2008 Positions</i>	<i>FY 2009 Positions</i>	<i>Salary</i>	<i>Total</i>
	Termination Pay Annual Leave	0.00	0.00	\$ -	\$ 5,104
	Total	20.00	23.00	\$	1,258,083
CUSTOMER SERVICES TOTAL		20.00	23.00	\$	1,258,083